

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL  
COMMITMENT AND PERCEIVED ORGANIZATIONAL SUPPORT ON  
JOB PERFORMANCE.**

**SIT BOON CHUAN**



**UUM**  

---

**Universiti Utara Malaysia**

**UNIVERSITI UTARA MALAYSIA  
2016**

**THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL  
COMMITMENT AND PERCEIVED ORGANIZATIONAL SUPPORT ON  
JOB PERFORMANCE.**

**By**

**SIT BOON CHUAN**



**UUM**  

---

**Universiti Utara Malaysia**

**Thesis Submitted To  
School of Business Management,  
Universiti Utara Malaysia,  
In Partial Fulfillment of the Requirements for the degree  
(Master of Human Resource Management)**



**Pusat Pengajian Pengurusan  
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PENYELIDIKAN**  
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa  
(*I, the undersigned, certified that*)  
**SIT BOON CHUAN (817848)**

Calon untuk Ijazah Sarjana  
(*Candidate for the degree of*)  
**MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas penyelidikan yang bertajuk  
(*has presented his/her research paper of the following title*)

**THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT AND PERCEIVED  
ORGANIZATIONAL SUPPORT ON JOB PERFORMANCE**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan  
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu  
dengan memuaskan.  
(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered  
by the research paper*).

Nama Penyelia Pertama : **DR. TAN FEE YEAN**  
(*Name of 1<sup>st</sup> Supervisor*) (Name of Supervisor)

Tandatangan :   
(*Signature*)

Tarikh :  **09 JUN 2016**  
(*Date*)

## **PERMISSION TO USE**

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may take it freely available for inspection. I further agree that permission for copying this dissertation / project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation / project paper. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall given to me and to the UUM in any scholarly use which may be made of any material in my dissertation / project paper.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be address to :

**Dean of School of Business Management  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman**



**UUM**  

---

**Universiti Utara Malaysia**

## ABSTRACT

The main aim of this study was to examine the relationship between job satisfaction, organizational commitment, perceived organizational support and job performance. This study was conducted in Machang District council (MDC) and Tanah Merah District Council (TMDC), Kelantan, Malaysia. The sample of this study consisted of 278 administrative staff from the both local government institutions (i.e., MDC and TMDC). Data were collected through questionnaire survey. Data were analysed using various statistical techniques such as reliability analysis, descriptive analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). The regression results indicated that all the independent variables (i.e., job satisfaction, organizational commitment, and perceived organizational support) were positively correlated with the dependent variable (i.e., job performance).

**Keywords :** *Job Satisfaction, Organizational Commitment, Perceived Organizational Support, Employee Job Performance*



**UUM**  
Universiti Utara Malaysia

## ABSTRAK

Objektif utama kajian ini adalah untuk mengkaji hubungan diantara kepuasan kerja, komitmen organisasi dan persepsi sokongan organisasi dengan prestasi kerja pekerja. Kajian ini telah dilaksanakan di dua buah institusi kerajaan tempatan negeri Kelantan, Malaysia, iaitu Majlis Daerah Machang (MDM) dan Majlis Daerah Tanah Merah (MDTM). Sampel kajian ini terdiri daripada 278 orang staf yang bekerja di MDM dan MDTM. Data dikumpul melalui soal selidik dan dianalisis dengan beberapa ujian statistik seperti ujian kebolehpercayaan, analisis diskriptif, analisis korelasi dan analisis regrasi. Dapatan kajian menunjukkan semua pembolehubah bebas (kepuasan kerja, komitmen organisasi dan persepsi sokongan organisasi) mempunyai hubungan positif dengan pembolehubah bersandar (prestasi kerja).

**Kata Kunci :** *Kepuasan Kerja, Komitmen Organisasi, Persepsi Sokongan Organisasi, Prestasi Kerja*



**UUM**  
Universiti Utara Malaysia

## ACKNOWLEDGEMENT

I would like to present my humble appreciation and gratefulness to all the people who made this journey possible. First and foremost, I would like to express my special appreciation, respect and thanks to my project paper supervisor, Dr. Tan Fee Yean for her help, time, contribution and effort in providing guidance and constructive suggestion throughout the process of completing this study.

I am very grateful and deeply appreciate my parents, my mom Lee Phek Soon and my dad Sit Eng Joo for their sacrifice, help, endless trust, support, love and understanding they have given to me. Furthermore, I would like to express my gratitude to all my family members, Sit Boon Swee, Kerh Lai Heong and Fan Bin for making me realized that I am not alone in this journey. Thank you so much for giving me such a great strength of patience, courage and ability to complete this project. I would also like to offer my appreciation and gratitude to my best friends, Kheng Shia Ying and Kang Pey Ling for their endless encouragement and support to keep me inspired in completing this research. Special thanks to my friends, Yap Luen Her and Mohd Firdaus Zakaria for sharing generous amount of time to guide me in statistical analysis and supporting my efforts to succeed in this project.

Additionally, I would like to express my truly appreciation to all respondents from Machang District Council and Tanah Merah District Council in Kelantan for their time, cooperation and contributions in this study. I am deeply grateful for their willingness to share information by completing the lengthy questionnaires provided.



## TABLE OF CONTENTS

<b>TITLE PAGE</b> .....	i
<b>CERTIFICATION OF RESEARCH PAPER</b> .....	ii
<b>PERMISSION TO USE</b> .....	iii
<b>ABSTRACT</b> .....	iv
<b>ABSTRAK</b> .....	v
<b>ACKNOWLEDGEMENT</b> .....	vi
<b>TABLE OF CONTENT</b> .....	vii
<b>LIST OF TABLES</b> .....	x
<b>LIST OF FIGURES</b> .....	xi
<b>LIST OF ABBREVIATIONS</b> .....	xii
<b>CHAPTER 1 : INTRODUCTION</b> .....	1
1.1 Introduction to the Study.....	1
1.2 Problem Statement.....	2
1.3 Research Questions.....	4
1.4 Research Objective.....	5
1.5 Scope of the Study : Local Government Institution.....	5
1.5.1 Machang District Council.....	7
1.5.2 Tanah Merah District Council.....	7
1.6 Significance of the Study.....	8
1.7 Definition of Key Terms.....	9
1.8 Structure of the Thesis.....	10
<b>CHAPTER 2 : LITERATURE REVIEW</b> .....	12
2.1 Introduction.....	12
2.2 Definition and Conceptualization of Variables.....	12
2.2.1 Job Satisfaction.....	12

2.2.2 Organizational Commitment.....	14
2.2.3 Perceived Organizational Support.....	17
2.2.4 Job Performance.....	20
2.3 Gaps in the Literature.....	22
2.4 Underpinning Theory.....	23
2.4.1 ABC Model of Attitudes.....	23
2.4.2 Affective Events Theory.....	26
2.5 Research Framework.....	28
2.6 Hypothesis Development.....	29
2.6.1 Job Satisfaction and Job Performance.....	30
2.6.2 Organizational Commitment and Job Performance.....	32
2.6.3 Perceived Organizational Support and Job Performance.....	33
2.7 Summary.....	35
<b>CHAPTER 3 : METHODOLOGY.....</b>	<b>36</b>
3.1 Introduction.....	36
3.2 Research Design.....	36
3.3 Population and Sample.....	38
3.4 Measurement.....	40
3.5 Questionnaire Design.....	43
3.6 Pilot Test.....	47
3.7 Data Collection Procedures.....	48
3.8 Data Analysis Techniques.....	49
3.9 Summary.....	50
<b>CHAPTER 4 : FINDINGS.....</b>	<b>51</b>
4.1 Introduction.....	51
4.2 Response Rate.....	51
4.3 Screening Process.....	52
4.4 Demographic of Respondents.....	54

4.5 Reliability Test.....	56
4.6 Descriptive Analysis (Mean and Standard Deviation).....	57
4.7 Correlation Analysis.....	58
4.8 Regression Analysis.....	60
4.9 Summary Hypothesis.....	61
4.10 Summary.....	62
<b>CHAPTER 5 : DISCUSSION AND CONCLUSION.....</b>	<b>63</b>
5.1 Introduction.....	63
5.2 Discussion of Findings.....	63
5.2.1 Relationship between Job Satisfaction and Employee Performance.....	64
5.2.2 Relationship between Organizational Commitment and Employee.....	65
Performance	
5.2.3 Relationship between Perceived Organizational Support and Employee.....	66
Performance	
5.3 Implication of Study.....	67
5.3.1 Practical Implication.....	68
5.3.2 Theoretical Implication.....	69
5.4 Limitation of study.....	70
5.5 Recommendation for Further Research.....	71
5.6 Conclusion.....	72
<b>REFERENCES.....</b>	<b>73</b>
<b>APPENDIXES.....</b>	<b>81</b>
Appendix A : Questionnaire Survey.....	81
Appendix B : Respondents Demographic Frequency Table.....	86
Appendix C : Reliability Results.....	88
Appendix D : Descriptive Statistic of Variables.....	92
Appendix E : Correlation Analysis Results.....	93
Appendix F : Regression Analysis Result.....	96

## LIST OF TABLES

Table 1.1 Definition of Key Terms.....	9
Table 3.1 Measurement of Items : Job Satisfaction.....	40
Table 3.2 Measurement of Items : Organizational Commitment.....	41
Table 3.3 Measurement of Items : Perceived Organizational Support.....	42
Table 3.4 Measurement of Items : Job Performance.....	43
Table 3.5 Layout of the Questionnaire.....	45
Table 3.6 Five Level Likert Scale for Section B : Job Satisfaction.....	46
Table 3.7 Five Level Likert Scale for Section C (OC), D (POS), E (JP).....	46
Table 3.8 Research Variables Reliability Statistic (Pilot Test).....	48
Table 3.9 Pearson Correlation Coefficient Interpretation Table.....	50
Table 4.1 Summary of Response Rate.....	52
Table 4.2 Data screening Results.....	53
Table 4.3 Respondents Demographic Information.....	54
Table 4.4 Reliability Analysis.....	56
Table 4.5 Descriptive Statistic of Variables.....	57
Table 4.6 Pearson Correlation Analysis.....	59
Table 4.7 Multiple Regression Analysis.....	60
Table 4.8 Summary Findings.....	61

## LIST OF FIGURES

Figure 2.1 ABC Model of Attitudes.....	25
Figure 2.2 Affective Events Theory.....	27
Figure 2.3 Conceptual Framework of the Study.....	29
Figure 3.1 Data Collection Method.....	38
Figure 3.2 Questionnaire Development Process.....	44



**UUM**  
Universiti Utara Malaysia

## LIST OF ABBREVIATIONS

AET	Affective Events Theory
JP	Job Performance
JS	Job Satisfaction
MDC	Machang District Council
OC	Organizational Commitment
POS	Perceived Organizational Support
SPSS	Statistical Package for Social Sciences
TMDC	Tanah Merah District Council



**UUM**  
Universiti Utara Malaysia

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

Enhancement in employee job performance is the crucial concern of organizations in the current environment. Employees are the basic source of profits and competitive advantage in an organization. In other words, the effectiveness and productivity of an organization is attributed to the effectiveness and efficiency of employee's performances. There are different psychological and environmental factors that may affect employee job performance. Ekemini (2012) mentioned that motivation, anxiety, and stress are the psychological factors that may influence the employee job performance. Besides, working environment factors such as lighting, inappropriate office furniture, insufficient of ventilation and inadequate security measures, communication and noise are said to have significant effects on employee's attitude in which may influence their job efficiency (Nur & Narehan, 2015). This research will focus on the effect of job satisfaction, organizational commitment, and perceived organizational support on their job performance. This will be achieved by providing three detailed of independent variables that will affect the employee job performance.

At the point when an employee reports to work, his or her attitude influences job performance and it may affect the employee morale in the workplace. Generally, employees with positive attitudes have better performance, and employees with negative attitudes exhibit poor performance. Under those circumstances, it is up to

The contents of  
the thesis is for  
internal user  
only



## REFERENCES

- Adams, R., & Bogranskaya, E. (2015). Normality testing – skewness and kurtosis. Retrieved February 15, 2016 from <https://help.gooddata.com>
- Adsit, J., London, M., Crom, S., & Jones, D. (1996). Relationship between employee attitudes, customer satisfaction and departmental performance. *Journal of Management Development*, 15, 62-75.
- Ahmad, A., Amir, A., & Loghman. (2014). Investigating the influence of perceived organizational support, psychological empowerment and organizational learning on job performance : An empirical investigation. *Journal of Technical Gazette*, 21(3), 623-629.
- Ahmad, H., Ahmad, K., & Syah, I. (2010). Relationship between job satisfaction, job performance, attitude towards work and organizational commitment. *European Journal of Social Sciences*, 18, 257-267.
- Ahmed Mohammed, S. M. (2013). The Relationship between high performance HR practices and employee attitude : The mediating role of public service motivation and person-organization fit. Cardiff Business School, Cardiff University.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance and normative to the organization. An examination of construct validity. *Journal of Vocational Behaviour*, 49, 252-276.
- Allport, G. (1935). *Attitudes*. Handbook of social psychology, 798-844. Worcester, MA : Clark University Press.
- Apodaca, S. (2010). The mediating effect of perceived organizational support on espoused safety attitudes : A field study. Faculty of the Graduate School of Angelo State Univesity.
- Armeli, S., Eisenberger, R., Fasolo, P., & Lynch, P. (1998). Perceived organizational support and police performance : The moderating influence of socio emotional needs. *Journal of Applied Psychology*, 83(2), 288-297.
- Ashkanasy, N. M., & Daus, C. S. (2002). Emotion in the workplace. The new challenge for Managers. Academy of Management Executive.
- Bem, D. (1967). Self – perception : An alternative interpretation of cognitive dissonance phenomena. *Psychological Review*, 74, 183-200.
- Benkhoff, B. (1997). Ignoring commitment is costly. New approaches establish the missing link between commitment and performance. *Journal of Human Relations*, 50(6), 701-726.

- Bertram, D. (2015). Likert scales. Retrieved January 10, 2016 from <http://pages.cpsc.ucalgary.ca/~saul/wiki/uploads/CPSC681/topic-dane-likert.doc>
- Bianca, A. (2014). Employee attitude VS job performance. Houston, Texas : Demand Media, Hearst Newspaper.
- Bird, D. K. (2009). The use of questionnaires for acquiring information on public perception of natural hazards and risk mitigation – A review of current knowledge and practice. Department of Environment and Geography, Macquarie University, North Ryde, Sydney.
- Borman, W., & Motowidlo, S. (1993). *Expanding the criterion domain to include elements of contextual performance*. San Francisco : Jossey-Bass.
- Brian, V. W. (2014). Research design and methods : Part one. University of the Western Cape.
- Browne, C. (2014). How to better employee work attitude and performance. Houston, Texas : Demand Media, Hearst Newspaper.
- Carroll, S., Keflas, R., & Watson, C. (1964). *Job satisfaction and productivity*. Irwin : Illinois.
- Chaiporn, V. (2005). A perception-based view of the employee : A study of employee's reaction to change. University of St. Gallen.
- Chen & Colin. (2008). The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership and Organizational Development Journal*, 29(7), 572-582.
- Churchill, G. A., & Iacobucci, D. (2002). *Marketing research: Methodological foundations* (8th ed.). Mason, Ohio: South-Western / Thomson Learning.
- Colakoglu, U., Culha, O., & Atay, H. (2010). The effects of perceived organizational support on employee's affective outcomes : Evidence from the hotel industry. *Journal of Tourism and Hospitality Management*, 16(2), 125-150.
- Coomber, B., & Barriball, K. L. (2007). The impact of job satisfaction on intent to leave and turnover for hospital based nurses : A review of the research literature. *International Journal of Nursing Studies*, 44, 297-314.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(2), 42-51.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71(3), 500-507.

- Ekemimi, I. (2012). Psychosocial factors affecting work performance. Retrieved January 10, 2016 from <http://cybercityreseach.blogspot.my/2012/03/psychosocial-factors-affecting-work.html>
- Emerson, D. (2013). Organizational culture, job satisfaction and turn over intentions : The mediating role of perceived organizational support. Virginia Commonwealth University.
- Farrokhi, F., & Asgar, M. (2012). Rethinking convenience sampling : Defining quality criteria. *Theory and practice in language studies*, 2(4), 784-792.
- Farouk, I. (2014). Exploring employee attitude and productivity at electricity company of Ghana, Ashanti-East.
- Festinger, L. (1957). *A theory of cognitive dissonance*. Evanstone, IL : Row, Peterson.
- Festinger, L., & Carlsmith, J. (1959). Cognitive consequences of forced compliance. *Journal of Abnormal and social Psychology*, 58, 203-210.
- Fink, S. L. (1992). *High commitment workplace*. New York : Quorum Books.
- Gawronski, B. (2012). Back to the future of dissonance theory : Cognitive consistency as a core motive. *Social Cognition*, 30(6), 652-668.
- Ghasemi, A., & Zahediasl, S. (2012). Normality test for statistical analysis : A guide for non-statisticians. *International Journal of Endocrinology and Metabolism*, 10(5), 486-489.
- Guan, X., Sun, T., Hou, Y., Zhao, L., Yi-Ze Luan & Li-Hua Fan. (2014). The relationship between job performance and perceived organizational support in faculty members at Chinese universities : A questionnaire survey. *BMC Medical Education*.
- Hagedorn, L. (2000). Conceptualizing faculty job satisfaction : components, theories and outcomes. *New Directions for Instrumental Research*, 105, 5-20.
- Herzberg, F. (2003). One more time : How do you motivate employee? *Harvard Business Review*, 81, 56-96.
- Hettiarachchi, & Jayarathna. (2014). The effect of employee related attitudes on employee job performance : A study of tertiary and vocational education sector in Sri Langka. *IOSR Journal of Business and Management*, 16(4), 74-83.
- Hulley, S. (2007). *Designing clinical research*. Fourth revised edition. Lippincott Williams and Wilkins.

- Iaffaldano, M. T., & Muchinsky, P. M. (1985). Job satisfaction and job performance : A meta analysis. *Psychological Bulletin*, 97, 251-271.
- Jain, V. (2014). 3D model of attitude. *International Journal of Advanced Research in Management and Social Sciences*, 3(3).
- Jaramillo, F., Mulki, J., & Marshall, G. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance. *Journal of Business Research*, 58, 705-714.
- Judge, T., & Kammeyer, J. (2012). Job attitudes. *Annual Review of Psychology*, 63.
- Judge, T., Bono, J. E., Thoresen, C. J., & Patton, G. K. (2001). The job satisfaction – job performance relationship : A qualitative and quantitative review. *Psychological Bulletin*, 127, 376-407.
- Katz, D. (1960). The functional approach to the study of attitudes. *Public Opinion Quarterly*, 24, 163-204.
- Khan, H., Razi, A., Ali, S., & Asghar, A. (2011). A study on relationship between organizational job commitment and its determinants among CSRs and managerial level employees of Pakistan (telecommunication sector). *Interdisciplinary Journal of Contemporary Research in Business*, 3, 269-284.
- Kornhanuser, F., & Sharp, P. (1976). Job satisfaction on motivation of employees in industrial sector. *Journal of Social Psychology*, 145, 323-342.
- Kreitner, R., & Kinicki, A. (2010). *Organizational behavior*. Ninth edition. New York : McGraw Hill Irwin Companies Inc.
- Krejcie & Morgan. (1970). Determining sample size for each activities. *Educational and Psychological Measurement*, 30, 607-610.
- Lee, Olivia, Tan, James, Ravalgi, & Rajeshkhar. (2010). Goal orientation and organizational commitment individual difference predictor of job performance. *International Journal of Organizational Analysis*, 18(1), 129-150.
- Linnell, P. (2016). Cost of poor service – The economic truth. Retrieved January 10, 2016 from <http://ctmaworld.com/economictruths.htm>
- Locke, E. (1976). *The nature and causes of job satisfaction*. Handbook of industrial and organizational psychology. Chicago : Rand McNally.
- Lombardo, J. (2003). Affective event theory (AET) : Definition and application. Retrieved January 10, 2016 from <http://study.com/academy/lesson/affective-events-theory-aet-definition-applications.html>

- Mariana Mohamed, O., Nur Nazihah, J., Syahirah Bachok & Nurul Izzaty, B. (2012). An assessment of local authority performance in delivering their services : Case study of Ipoh city council. *Journal of Architecture, Planning and Construction Management*, 4(2).
- Mathumbu, D. (2010). Perceived organizational support (POS) and job engagement (JE) and their effect on organizational citizenship behavior (OCB) among nurse at the Victoria hospital, Alice, Nkonkobe Municipality. University of Fort Hare.
- Metin, I., & Camgoz, S. (2011). The advances in the history of cognitive dissonance theory. *International Journal of Humanities and Social Science*, 1 (6).
- Meyer, J., & Allen, N. (1997). *Commitment in the workplace : Theory, research and application*. SAGE, Thousand Oaks : CA.
- Mgugulwa. N. (2008). The relationship between organizational commitment and work performance in an agricultural company. University of South Africa.
- Miao, R., & Kim, H. G. (2010). Perceived organizational support, job satisfaction and employee performance : An Chinese empirical study. *Journal of Service Science and Management*, 3, 257-264.
- Ministry of Urban Well-Being, Housing and Local Government of Malaysia (2016). Retrieved January 10, 2016 from <http://jkt.kpkt.gov.my/english.php/pages/view/37>
- Mirvis, C., & Lawer. (1977). Job satisfaction on job performance in bank tellers. *Journal of Social Psychology*, 133(4), 564-587.
- Nafei, W. (2014). Assessing employee attitudes towards organizational commitment and change : The case of King Faisal hospital in al-taif governorate, kingdom of Saudi Arabia. *Journal of Management and Sustainability*, 4(1).
- Negin, M., Omid, M & Ahmad, B. (2013). The impact of organizational commitment on employees job performance. A study of Meli bank. *International Journal of Contemporary Research in Business*, 5(5), 164-171.
- Nelson, N. (2006). A little appreciation can go a long way toward employee job satisfaction. *Employment Relations Today*, 33(1).
- New Straits Times. (2000). August 15, September 6. Kuala Lumpur.
- Newstrom, J., & Davis, K. (1993). *Organizational behaviour : Human behaviour at work*. New York : McGraw Hill.

- Noah, Y., & Steve, M. (2012). Work environment and job attitude among employees in a Nigerian work organization. *Journal of Sustainable Society*, 1 (2), 36-43.
- Nur, Z., & Narehan, H. (2015). The relationship between workplace environmental and job performance in selected government offices in Shah Alam, Selangor. *International Review of Management and Business Research*, 4(3).
- Patterson, M., West, M., Lawthorn, R., & Nickell, S. (1997). *The impact of people management practices on business performance*. London : IPD.
- Phang, S. N. (1989). *Sistem kerajaan tempatan di Malaysia*. Kuala Lumpur : Dewan Bahasa dan Pustaka.
- Phang, S. N. (2008). Decentralisation or recentralisation? Trends in local government in Malaysia. *Commonwealth Journal of Local Governance*, 1.
- Porter, L. W., & Lawler, E. E. (1969). *The effect of performance on job satisfaction. Studies in personal and industrial psychology*. Third edition. Illinois.
- Pugno, M., & Depedri, S. (2009). Job performance and job satisfaction : An integrated survey. Universita Degli Studi di Trento, Italy.
- Pupim, D., Filho, L., Takeshita, W., & Iwaki, L. (2013). Evaluation of accuracy of portable fingertip pulse oximeter, as compared to that of a hospital oximeter with digital sensor. *Indian Journal of Dental Research*, 24(5), 542-546.
- Qaisar, M. U., Rehman, M. S., & Suffyan . M. (2012). Exploring effects of organizational commitment on employee performance : Implications for human resource strategy. *Interdisciplinary Journal of Contemporary Research in Business*, 3(11), 248-255.
- Randal, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (1999). organizational politics and organizational support as predictor of work attitudes, job performance and organizational citizenship behaviour. *Journal of Organizational Behaviour*, 20(2), 159-174.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support : A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Riggle, R. J., Edmondson, D. R., & Hansen, J. D. (2009). A meta-analysis of the relationship between perceived organizational support and job outcomes : 20 years of research. *Journal of Business Research*, 62(10), 1027-1030.
- Ringold, Dena, Holla, Alaka, Koziol, Margaret, Srinivisan & Santhosh. (2012). *Citizens and service delivery : Assessing the use of social accountability approaches in the human development sectors*. Washington DC : World Bank.
- Robbins, S., & Judge, T. (2013). *Organizational Behaviour*. England : Pearson Education Limited.

- Sarnoff, I. (1960). Psychoanalytic theory and social attitudes. *Public Opinion Quarterly*, 24, 251-279.
- Sekaran, U. (2003). *Research method for business. A skill building approach*. Fourth edition. John Wiley & Sons.
- Shalini, P., Ajith, R., & Eeshoo, R. (2001). Developing hypothesis and research question.
- Shanock, L. R., & Eisenberger, R. (2006). When supervisor feel supported : Relationship with subordinates perceived supervisor support, perceived organizational support and performance. *Journal of Applied Psychology*, 91 (3), 689-695.
- Simer, P. K. (2013). Variables in research. Samarpan Institute of Nursing Sciences. *Review Article*, 3(4).
- Simmons, B. (2011). High-performance work systems affect employee attitudes and group performance. Retrieved January 10, 2016 from <http://www.bretlsimmons.com/2011-08/high-performance-work-systems-affect-employee-attitudes-and-group-performance/>
- Siti Nabihah Abdul Khalid. (2010). Improving the service delivery : A case study of a local authority in Malaysia. *Global Business Review*, 11(65). SAGE.
- Solomon, M. (1996). *Consumer Behavior*. Englewood Cliffs, NJ : Prentice Hall.
- Solomon, M., Bamossy, G., Askegaard, S., & Hogg, M. (2010). *Consumer behaviour : A European perspective*. Fourth edition. England : Prentice Hall.
- Spector, P. (1997). *Job satisfaction : Application, assessment, causes and consequences*. USA : SAGE Publications.
- Steers, R. M., & Porter, L. W. (1991). *Motivation and work behavior*. New York : McGraw-Hill.
- Strauss, G., & Sayles, L. (1990). *Personality management : Human factors in organization*. New Delhi : Printice Hall of India.
- Suen, L. J., Huang, H. M., & Lee, H. H. (2014). A comparison of convenience sampling and purposive sampling. Chang Jung Christian University, Taiwan.
- Susanty, A., Miradipta, R., & Jie, F. (2013). Analysis of the effect of attitude toward work, organizational commitment and job satisfaction on employee's job performance. *European Journal of Business and Social Sciences*, 1(10), 15-24.
- Sutanto, E. M. (1999). The relationship between employee commitment and job performance. *Journal of Management and Entrepreneurship*, 1, 47-55.

- The Sun. (2007). March 5, Kuala Lumpur.
- Thurstone, L. (1931). The measurement of social attitudes. *Journal of Abnormal and Social Psychology*, 26, 249-269.
- Ucar, D., & Otken. (2010). Perceived organizational support and organizational commitment : The mediating role of organization based self-esteem. *Journal of Economics and Administrative Sciences*, 25(2), 85-105.
- Wang, X. H. (2008). Analysing work attitudes of Chinese employees. A comparison between state-owned and privately-owned enterprise in China. *Journal of Chinese Management Studies*, 2(3), 215-228.
- Wegge, J., Dick, R. V., Fisher, G. K., West, M. A., & Dawson, J. F. (2006). A test of basic assumptions of affective event theory (AET) in call centre work. *British Journal of Management*, 17, 237-254.
- Wei, F., Yang, Z. J., & Xin, Y. (2007). The influence of employee attitude towards WHP on their organizational commitment and job satisfaction : A case study in China based organization. *Journal of Science Management and Engineering*, 1(1).
- Yi, H. (2008). The relationship between job performance and job satisfaction, organizational commitment and goal orientation. *Acta Psychological Sinica*, 40(1), 84-91.
- Yousaf, D. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in multicultural environment. *International Journal of Manpower*, 19.
- Zainal Ariffin, A., & Zeinab Amini, Y. (2010). Relationship between perceived organizational support, leadership behaviour and job satisfaction : An empirical study in Iran. Universiti Sains Malaysia.
- Zimmerman, Ryan, D., Darnold., & Todd. (2009). The impact of job performance on employee turnover intentions and the voluntary turnover process a meta-analysis and path model. *Personnel Review*, 38(2), 142-158.